

21 MAY 1974

MEMORANDUM FOR: Deputy Director for Management and Services

Harold:

1. Matters discussed in the attached correspondence started out in somewhat a confused way. In January I asked Al Rodriguez to undertake a study of the various academic management schools we were sending people to and come up with a recommendation, based on their analysis and student critiques, of a smaller number that seemed to more nearly fit our needs. It turned out that OTR had an MBO to do the same in FY-75. Therefore, he combined both things and had the Training Selection Board undertake the review. Because of the latter fact I got back what I asked for with a lesser amount of preparation than I had expected. OTR went back to the boards and we now have two recommendations for action:

a. In the future it will be policy to send individuals to the management programs at Pennsylvania State and Pittsburgh as well as the Program for Management Development at Harvard. We will cease sending people to the Advanced Management Program at Harvard as well as to Cornell, Columbia, Carnegie-Mellon and Stanford.

b. In times past the approval level to send employees to "senior officer schools and certain executive leadership programs" was reserved to the Executive Director-Comptroller. The Training Selection Board, with the concurrence of Al, now recommends that this approval authority be given to the Chairman of the Training Selection Board. This, in fact, would mean attendance at all the senior Government-conducted educational experiences. The Chairman of the Training Selection Board is the Director of Training.

2. I would support both recommendations. The list of schools now makes some sense, we will stop filling quotas for the others, and we will save an appreciable amount of money for which there was little or no return. I support recommendation b. for the following reasons. In the first instance, Deputy Directors nominate the candidates for attendance at the Governmental schools. Secondly, the Training Selection Board is composed of senior officers of the Directorates. I have sat on this Board and the members conscientiously discharged their responsibilities. There is, therefore, a series of checks and balances, and I believe it is in order to delegate the responsibility to the Chairman of the Board. Because this represents a change in regulations, and does affect how Agency-level approval is given, you may wish to "note" this matter at a forthcoming Management Committee meeting. I think you would be wise to do so.

*JF Blake*  
John F. Blake  
Associate Deputy Director  
for  
Management and Services

Att

DD/M&S 74-1730, w/Background (DD/M&S 74-1610)

ADD/M&S:JFB/ms (21 May 74)

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